

NEW JOB DESCRIPTIONS AND MORE EFFICIENT PRODUCTION  
PRACTICES IMPROVE ORGANIZATION

**ABOUT ATLANTIC CASTING & ENGINEERING CORP.** Atlantic Casting and Engineering (ACE), a privately held company, was established in 1937 by a group of engineers from Curtis-Wright Aeronautical Corp. Their plaster mold casting process supplied customers with non-ferrous castings of close tolerances, high integrity, intricate detail and smooth surfaces. The company utilizes the latest technology in the shell investment process, guarantees that all its aluminum alloy suppliers conform to the United States Conflict Minerals Law, and has a separate division that specializes in CNC machining and other value-added operations to supply completely finished parts. Based in Clifton, New Jersey, with around 160 employees, ACE sells internationally and holds numerous certifications and awards.

**THE CHALLENGE.** ACE had two objectives: complete the development of new job descriptions, and resolve some issues on the factory floor that were hampering output. The company turned to the New Jersey Manufacturing Extension Program (NJMEP), for assistance. As ACE President Brian McGrady, explained, "NJMEP previously assisted us with a number of projects, including ADA compliant job descriptions and process improvements in our plant...we naturally reached out to them as we have a long successful history working together."

**MEP CENTER'S ROLE.** NJMEP brought in two specialists to assist ACE, focusing on the job descriptions first. NJMEP and its resource met with ACE principals to discuss the company's organizational structure, reporting line, job titles, physical requirements, and work environment. They also interviewed managers, supervisors, and employees to determine job duties. After gathering the information, the specialists drafted new job descriptions to review with ACE management. Once finalized, the company obtained both hard and electronic copies of the descriptions for future use. The new job descriptions, which meet ADA requirements, act as organizational development tools, assist in recruiting, help with the orientation of new hires, and meet an important requirement for quality certifications.

Over the course of six months, NJMEP worked with ACE to assess output problems and address the factory concern. This assessment revealed issues with capacity, flow and quality. To rectify these problems, NJMEP developed a plan using various Lean tools, techniques, and trainings for ACE employees. The plant work reduced part shortages, identified opportunities for cost savings, and greatly enhanced inventory management. After investing in improvements to impact both the workplace and the workforce, ACE successfully increased sales and added new positions to the growing company.

"NJMEP has been extremely helpful in the growth of our company over the years."

-Brian McGrady, President

## RESULTS



Increased sales by **\$3,400,000**



Added **10** new employees



Gained **\$350,000** in cost savings



Invested **\$65,000** in new products and processes



Invested **\$25,000** in workforce improvements

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